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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Organization and Methods Service

DATE: 29 April 1952

FROM [REDACTED]

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SUBJECT: Survey of Building Services Officer Program.

I. Purpose of Building Services Officers:

The Building Services Officer program was originally designed to correct certain existing problems related to distribution and control of supplies and equipment, and to accomplish other economies. The expected advantages were to include the following:

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- *A. Better property records: Personnel acting in a full-time capacity would insure maintenance of accurate and current property records.
 - *B. Better accountability of property: Accountability by buildings would eliminate confusion of unrecorded movement of property between accounts in a single building.
 - *C. Fewer personnel involved and fewer Branch Accounts: It was estimated that the 144 persons involved in some form of property accounting for 23 Branch Accounts could be greatly reduced.
 - *D. Reduce property turn-ins and requisitions: Requisitions and turn-ins of identical items within the same building would be coordinated through review and movement within the building.
 - **E. Better property control: Requests for property would require justification. In addition, unused property would be transferred where needed within the building.
 - **F. Save time for operating personnel: Operating personnel would no longer write memos and requisitions for supplies, equipment, and alterations.
 - ***G. Movement of furniture and equipment kept to minimum: Personnel moving to unoccupied offices would make use of property stored in warehouse. Furniture and equipment in vacated office would be left for next tenant.

* Accomplished
** Partially accomplished.
*** Not accomplished.

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- **H.** Eliminate small office supply stocking: Conveniently located building supply rooms would eliminate the dozens of supply accumulations throughout CIA.

II. Discussion:

The Building Services Officer program has not been entirely successful in accomplishing the objectives listed above. Observation of actual operations indicates the following facts:

A. Alterations: (Reimbursable)

1. Building Services Officer receives request for alterations from user. BSO inspects layout and often requests a covering memo from user. BSO then writes memo to Administrative Service requesting alterations. This Office examines request and sometimes checks actual physical location. Administrative Service then makes-up request for alterations and sends to General Services Administration, which will make actual alteration in 30 to 60 days.
2. In the case of alterations the BSO performs an extra step that serves little purpose. In addition, the time factor on the BSO is expensive. It is estimated that time spent reviewing alterations' applications in I and J Buildings requires the equivalent of one man full-time.
3. Elimination of the BSO from his middleman position, in respect to alterations, would result in similar service to the user, without burdening Administrative Service with extra labor.

B. Repairs: (Non-reimbursable)

1. Most repairs are of a minor nature and, unlike alterations, are handled without going through Administrative Service. The BSO is able to deal directly with maintenance personnel located in CIA buildings. The result has been a quicker and more efficient service than would otherwise be possible without the BSO.

C. Physical Moves:

**** Partially accomplished.**

Building Services Officers have been faced with the following problems in respect to physical moves of CIA offices:

1. Size of warehouse stocks are not sufficiently large to allow extensive moves of personnel without a shift of furniture.
2. BSO is not always forewarned that moves will take place, since it is not necessary to go through the BSO in order to arrange for a move.
3. Property used by moving office is usually peculiarly adapted to the individuals involved.
4. Property left in vacated office space may not be suited to future tenants.

The realities of the Building Services Officer's position and the pressures under which he must operate has not contributed to successful control over office moves. A recent example was the move of personnel from third floor, 2210 E Street, to I Building, in which case all property was moved to the new location. Other moves have been made without informing the BSO.

D. Supplies:

1. Procurement Office is presently giving consideration to a system of weekly requisitioning of supplies by operating offices. A requisition form has been devised which would be filled-out by the user and forwarded to the Supply Room. BSO would deliver. Procurement Office has estimated that at least 70 hours a day are now spent by operating personnel in trips to supply rooms in I, J, K, and L Buildings. The proposed plan would continue direct service from the supply rooms for those needs that are not satisfied through weekly deliveries. The proposed plan has merit, though the following disadvantages should also be considered:
 - a. Time required by operating personnel to figure needs of office and consult supply catalog for stock numbers will require considerable time.

- b. Availability of supply room for direct service will still encourage frequent trips and will tend to break-down the system of weekly requisitions.
 - c. Supply rooms presently discourage over-ordering of supplies. Weekly requisitioning will encourage offices to provide for their own needs through the accumulation of supplies.
2. It was observed, during the course of the survey, that the volume of business on three of the supply rooms (Que, L, and J Buildings) was large enough to warrant extending "open" hours from 4 to 6 hours per day.

Building	No. Hrs. Open	No. Requests	Max. Time Per Request
Que	4	122	2.0 min.
L	4	134	1.8 min.
J	4	149	1.6 min.

Under present arrangements one man serves two supply rooms, 4 hours each. Inventory, restocking, maintaining order, etc., must be done through overtime work. Assignment of one man, full-time, to each of the storerooms listed above (Que, L, and J Buildings), would result in better service and elimination of present overtime work.

E. Equipment:

1. Utilization: In order to determine need for new and existing equipment the following factors are necessary:
- a. Analysis of "need" requires a knowledge of the office's operations.
 - b. Individual making analysis must be fully competent in office procedures and methods.
 - c. Individual must have authority to implement property-utilization program.

The BSO, lacking the three requirements listed above, cannot hope to be successful. Though some savings in use of property have resulted,

much remains to be done. The problem of property-utilization is considered to be of such importance that it is recommended O&M Service conduct an annual survey, office by office, of property utilization. The O&M analyst could accompany the annual property inventory conducted by the Comptroller's Office. The State of Wisconsin found this method to be very rewarding.

2. Accountability:

Accountability by buildings has accomplished the following advantages:

- a. Operating people are no longer required to maintain records.
- b. Accountability records are being maintained with a thoroughness and accuracy that was impossible under the old arrangement.
- c. Movement of property between offices, within a building, no longer creates an inventory and record problem.

Procurement is considering a system of accountability that would centralize all record-keeping. It is expected that centralization will lend itself to IBM methods. Records would be organized on an area basis. Under this system, the advantage of 2.(b), above, would be maintained, in addition to the efficiencies possible through central record-keeping. It is cautioned, however, that the individual offices may create a record-keeping problem in order to safely assume the responsibility which this system would delegate to them.

III. Conclusion:

The Building Services Officer program has not realized all the advantages hoped for when it was originally set-up. However, much is being accomplished and the majority of modifications that should be made are of a minor nature. Though the program is still relatively new, it seems to be providing CIA with a worthwhile service and should be continued relatively intact.

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